

# Improve the Ability of State Government to Achieve its Results Efficiently and Effectively Tollgate #2 Addendum

## The Promise of Civil Service Reform

Previous Tollgate materials only briefly touched on the significant process being made in this result area through the Washington Works initiative. Washington Works is the implementation of the Personnel System Reform Act of 2002 legislation that will seize an historic opportunity to create a model state government workforce and system.

Washington Works will improve public services by:

- Streamlining the state's cumbersome classification system through [civil service reform](#) to create a human resource system that responds to state government's changing business needs, and treats employees with fairness, dignity and respect.
- Expanding [collective bargaining](#) to advance the priorities of a high performance government and its competitive workforce through positive labor relations.
- Providing for [competitive contracting](#) through a fair and open process to determine the most effective and efficient manner of delivering government services.
- Enabling and supporting effective [human resource management](#), labor relations and competitive contracting with a modern, flexible human resource management information system.

## Proposed Budget Guidance to Agencies

The team offers the following principles as guidance.

1. ***The “Get Results, Get the Job Done” Principle:*** *Our strategies must help agencies (results teams) get their work done – deliver their results to the citizens.*
2. ***The “Customer-Centered” Principle:*** *Our strategies must be customer-centered and should be seamless, fair and understandable to customers.*
3. ***The “Risk-Appropriate and Value-Added” Principle:*** *Our strategies to increase trust in government must be appropriate to the amount of risk that they avoid, and they must add value for citizens.*
4. ***The “Enterprise Solution” Principle:*** *Our strategies to improve efficiency and effectiveness must encourage enterprise solutions where that is appropriate. They must encourage information and resource sharing.*

## Human Resources

Propose a list of competencies for state employees in leadership positions.

Develop a proposal for a leadership development program that takes into consideration a technical track and a managerial track for career progression. As

part of the proposal, please research how leadership development correlates with achieving results.

Develop a proposal to develop an orientation for state employees on the “Public Service Ethic.” The aim of this proposal is to achieve a higher level of customer service so state customers will receive services seamlessly.

DOP, OFM and the Governor’s Office should develop a proposal to provide orientation and training for new directors that includes material on key priorities of government initiatives.

### **Logistical Support**

OFM, in coordination with other agencies, should develop a proposal to conduct an efficiency audit of the use of state-owned or leased vehicles and POV miles traveled in state government with the objective of reducing petroleum usage of the state vehicle fleet by 20% by 2009 without significantly increasing POV miles traveled, increasing the efficient use of vehicles, and generating overall life cycle cost savings.

OFM and GA should evaluate the potential impact of various incentives in promoting green building practices in both state-owned and leased facilities. In addition, OFM should consider developing capital budget instructions to include green building specifications and recognize the funding, including potential revenue sources, needed to support the incentives and practices.

Develop a budget proposal for a renewable energy and efficiency reinvestment fund that provides funding for future energy efficiency projects on the basis of savings generated from existing projects.

GA, in coordination with OFM and DIS, should develop a proposal for a strategic sourcing effort to determine the best approach to manage state spending on goods and services by state agencies, resulting in lower product and processing costs.

GA, in coordination with other agencies, should submit a proposal on supply chain management with the objective of reducing the costs of procurement, inventory, warehousing, and transportation of the goods and services.

GA, in consultation with Department of Information Services and OFM, should develop a plan to improve and simplify a vendor’s/supplier’s/partner’s ability to do business with the state and improve the state’s ability to understand and manage its relationship with its vendors.

OFM, in consultation with DOP and GA, should develop a proposal to align and centralize responsibility for master contracts for training and consulting services to reduce redundancy, lower costs to agencies, and better align core competencies.

GA, in coordination with other agencies, should develop a proposal for achieving greater efficiency in mail service to state agencies, including a cost-effective means of reducing duplicative metering, inserting, and courier services without reducing customer service.

GA, in consultation with large, medium, and small agencies, should develop a proposal for the development of a coordinated state master space plan, beginning with Thurston County facilities. The proposal should include a means to track the inventory of state owned and leased facilities, prioritize state needs, optimize the use of state controlled space and track facility management activities.

Develop standards on the best utilization of warehouse space and the transportation and management of surplus goods.

DIS, in consultation with OFM and GA, should develop a proposal to institutionalize the Small Agency Initiative and to plan for and implement facility and IT infrastructure needs of small agencies.

DIS, in coordination with other agencies, should develop a proposal to improve efficiencies in the use of data centers in state government.

The State Printer and GA should develop a proposal to improve efficiencies in the use of copy centers currently located in state government.

## **Financial Resources**

OFM should coordinate a review of a means to provide financial information, including both accounting and reporting data, to agencies at a level meaningful to agency's business requirements.

OFM and the Office of the State Treasurer (OST) should consult with bond rating entities and develop a proposal that will improve the state's bond rating. The LCB should assess the feasibility of adding new liquor stores without increasing the individual consumption of alcoholic beverages.

The Lottery and LCB should develop a proposal to provide lottery sales at LCB stores.

OFM should research the feasibility of using an outside entity to analyze the business practices of the state's programs. In addition, OFM should coordinate the development of a pilot program to implement changes resulting from the analysis.

OFM, in coordination with other agencies as appropriate, should research the feasibility of implementing a franchise budget model pilot for fee for service type business activities, including the feasibility of converting revolving fund activities to this model.

OFM should coordinate the development of a proposal to decrease the number of dedicated funds, but not the revenues from these funds, in order to increase the flexibility in the uses of the revenues from dedicated funds to meet the state's highest priority results.

OFM should develop a proposal on a Savings Incentive Account type program for dedicated accounts.

### **Decision Support**

The Office of Financial Management, in partnership with Financial and Administrative Systems Roadmap agencies, should develop a proposal to address both short-term and long-term implementation plans and funding needs for a new statewide financial system that, along with the new Human Resources Management System, improves statewide core financial and administrative processes. The proposal should include the ability for agencies, OFM, and the Legislature to receive both accounting and financial data necessary to meet their business requirements.

The Department of Information Services and the Information Services Board, in partnership with the Office of Financial Management and Department of General Administration, should develop a proposal to establish more effective statewide information technology asset management standards and practices, including shared sourcing, shared services, and shared maintenance and operation.

DIS in consultation with the ISB's Enterprise Architecture Committee should work with agencies to promote common technology solutions where appropriate.

The Office of Financial Management, in partnership DIS and the ISB, should develop a proposal to adopt enterprise standards for evaluation of budget and policy proposals for IT solutions, and develop incentives for agencies to participate in enterprise solutions when appropriate.

### **Governance**

OFM, in consultation with the Secretary of State and utilizing staff expertise from (at least) the DOP, DIS, GA, DSHS, Ecology, GOIA, CTED, and Military Department, should develop a proposal on how to improve citizen engagement and intergovernmental relations. This could include central support for such coordination and a high-level inventory of current agency efforts.

The Governor's Office and OFM, in consultation with a representative sample of the boards and commissions appointed by the Governor and the agencies that provide administrative support for those boards and commissions, should develop a proposal for enhanced recruitment, training, board development, and performance oversight services.

Consider establishing a central office to integrate and manage enterprise-wide efforts. The office would bring together a number of existing functions, including sustainability, performance management, and POG implementation efforts. The office would also work with the other central service agencies to coordinate work with the line agencies.